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Improving Cooperation and Teamwork through Cultural Differences and Interpersonal Skills

Case: Momentti Ltd and Momentti Asia

Thesis

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<p>The purpose of this thesis is to evaluate the cultural differences between Finland and Nepal. Based on this research, recommendations will be given to Momentti Ltd how to improve their cooperation and teamwork with Momentti Asia. Only the cultural differences and interpersonal skills are taken into closer research, therefore the business and company sides are emphasised less. The conclusion is based on the interview results and theoretical frameworks.</p> <p>The first part of this thesis is an overlook about Momentti Ltd. After this, comes the beginning of the research problem. In this thesis two theoretical frameworks are used. Geert Hofstede's five cultural dimensions and Edward T. Hall's high and low context culture theories. These frameworks are applied to both subject countries Finland and Nepal. The methodological research of this thesis is a qualitative research method. Two interviews are conducted and the results from them are applied to both theories. The results from theoretical frameworks and interviews are applied to subject countries in the empirical findings section. Recommendations and conclusions are given in the final part of the thesis.</p>	
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1 INTRODUCTION

The world of today is a very different place than it used to be; more globalized, more dependent, more hectic. International teams work together every day all over the world and crash into obstacles when it comes to the different backgrounds and ideologies. This is a matter of cohesion and harmony, how to make these teams work with a same goal in their mind? Cultural dimensions are theories that can provide understanding towards different cultures and idea and values imbedded within these cultures. These values and ideas creates suggestions and paths that everyone can follow.

1.1 Momentti Ltd

Momentti Ltd is a company founded in Kajaani, in 2003. The main business is working with different marketing channels, training, consulting and advertisement. The company has managed to maintain AA+ or AAA credit rating during all of these years since it was founded. The company is specialized in solving B2B clients problems regarding sales and marketing. (Momentti Oy)

Currently Momentti Ltd has seven employees and three of them are shareholders. Each of the employees has their own speciality and expertise. Over these years Momentti has managed to execute over 120 events all over Finland. The company applies gained expertise regarding events to find a perfect place and time wherever the customer wishes to arrange it. Big part of the services is the training. Different types of formations are arranged regarding basic marketing, sales, production, electronically devices, customer service, employer training and entrepreneurship training. (Momentti Oy)

Their latest and most notable achievements during all these years have been; KuntaEnergia (seminar, county energy), organizing in 23rd IPMA World Congress 2009, their own training for electronic environment which is called Marketing in Electronic Media, formations for several companies regarding tourism and marketing, especially in Lapland and Kainuu. Besides all of the previous ones the company has been participating and partly arranging Projektipäivät in Helsinki.(Momentti Oy)

1.2 Introduction to research problem

In year 2007, President of IPMA (International Project Management Association) and chairman of Project Management Association in Finland had a meeting with Momentti Ltd to discuss about the upcoming 23rd IPMA World Congress. In the past Momentti Ltd had organized Projektipäivät - event in co-operation with Project Association. Momentti were asked to be part of 23rd IPMA World Congress, which was going to be arranged in Finland in year 2009. Their goal was to get participants from 50 different countries and this was quite a challenge itself. What made it even more difficult was the economical recession which started in autumn 2008. Many companies cancelled their participation to this event and Momentti Ltd decided that more help was needed in the marketing section. (Vesterlund, 2009, pp 40-41)

This was going to be an international project, Momentti Ltd decided to seek for a marketing team to help them out with this job. The destination was set to India. In India Momentti Ltd began their search in Mumbai and Delhi, but later on a decision was made to narrow the search and a flight was taken to the capital city of Nepal, Kathmandu. In Kathmandu, a company called Kathmandu Academy was found and the C.E.O called Suraj Dahal. Mr. Dahal is the Executive Chairman of Kathmandu Academy and General Secretary of the Project Management Association of Nepal. After discussing and meeting with Mr. Dahal, a decisions about co-operation was made with Kathmandu Academy to work with them for this project. Two men were assigned to work with Pekka Käyhkö, a representative of Momentti Ltd in Nepal. The two employees were called Saumitra Neupane and Sushil Neupane. Together the team planned a sales - and marketing plan, which included two parts: How to get more participants and as many partners as possible.(Vesterlund, 2009, pp 40-41)

1.3 Limitations, Research Objective and Research Questions

The improvement of cooperation and teamwork between Momentti Ltd and Momentti Asia is the main focus of this thesis This thesis is limited to two segments, understanding the culture and interpersonal skills. These will be the aspects of this thesis and the way it is going

to be built. What should be taken into consideration, what to make differently and give recommendations. These are the research questions and research objective of this thesis.

The research objective is to find out the cultural differences between these two subject countries and give recommendations based on the findings. In this thesis the two subject countries will be Finland and Nepal. How different are these two countries, what is their way of doing business, what would be the best way to do co-operation with each other and understanding each other's culture.

By answering these questions, it could be imperative for Finnish companies in terms of any future co-operation in Nepal.

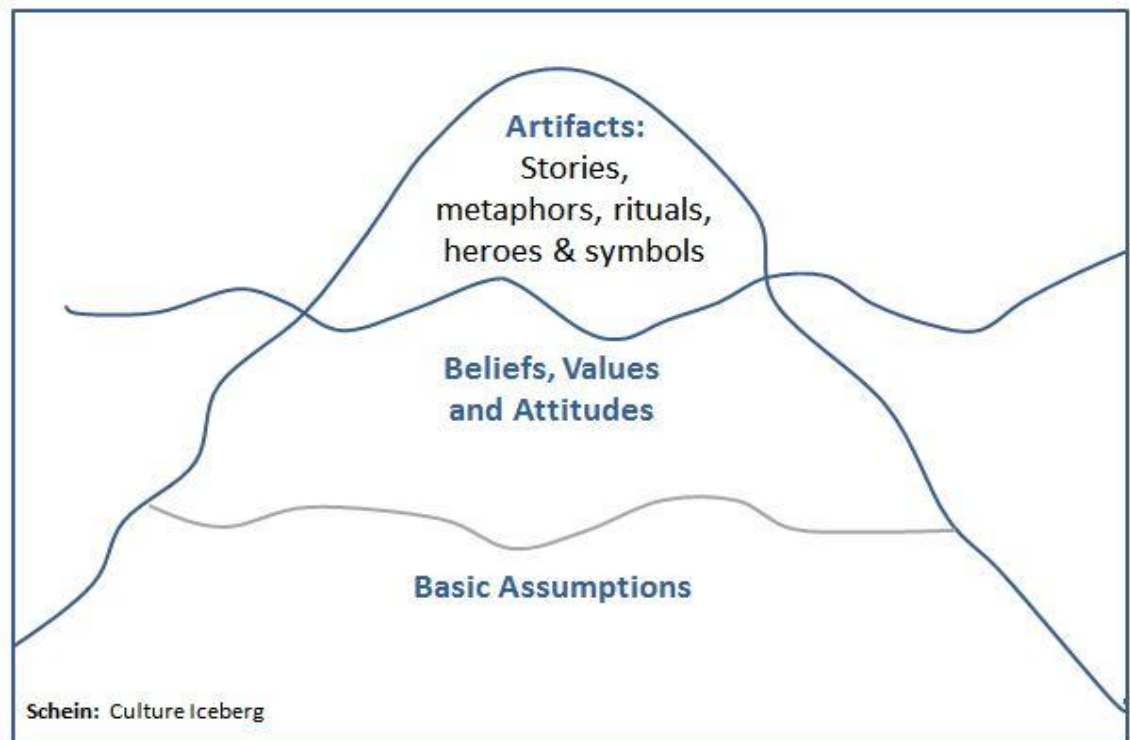
2 DEFINITION OF CULTURE

Culture comes from the Latin the word "culture" and it means permanent inhabitation and different types of associations within that one permanent place of living. With this meaning, the word "culture" became to mean repeating thinking and behavior of permanent group of people. (Tylor, 1871)

In the same culture all the people are individuals, but have a common sense regarding society rules and understanding. Language and society norms are good example of this.

Culture is usually associated with activities like sports, food, drinking and driving but these are very vague definitions for culture. In a bigger picture culture is a web of many different types of groups, for example, religion, ethnicity and even art. Culture is a combination of norms, values, products of beliefs, needs and nations own cognitive process. Since culture is a complex concept, in most cases those parts you can see from the foreigners perspective are just the visible parts (Tylor, 1871). The picture 1 shows the iceberg model of culture where only the peak is shown and the deeper levels are hidden.

As it can be seen in the picture 1, only the tip of the iceberg is available for the foreigner to see when entering an unknown culture. Daily habits, monuments, stories and metaphors are available to the public eye, but in cultures there are more to be discovered. Beliefs, values and attitudes are something that are not seen in everyday life. These come from parents and the community but are shaped by the outside world.



Picture 1: Schein: Culture Iceberg (Hall, 1976)

2.1 Aspects of culture

According to the English writer Thomas Fuller in the 15th century culture is presented as a guideline, that gives people shield against the unknown by offering guidelines that includes basic life's activities. This way the people in the same culture know what to expect, starting since the childhood. How to greet strangers, how to behave in the classroom, how to find a mate. All of this is the structure humans need for their lives and culture offers them that. (Samovar et al. 2007)

Nowadays anthropologists suggest that culture revolves around three basic needs; shelter, food and physical protection. In the deeper level there are the integrative needs; psychological security, purpose of life and social harmony. (Samovar et al. 2007). Based on a theory, the more and more globalized world could create a culture of its own, a common culture across the entire world. (Trompenaars & Hampden-Turner, 1998)

2.2 Learning and knowledge

Learning about different cultures beforehand makes the co-operation much easier but cultures are not usually that straightforward. Assumptions cannot be made by reading books or watching local people behave. This will give an insight but in order to have deeper understanding of their culture, more interaction is needed. Most importantly you need to meet the locals face to face and talk to them, learn how the communication is handled in their country, how differently locals think, what is the perspective for e.g. religion. Mistakes can and should be made (Bartlett & Davidsson, 2003). This is an efficient way to learn and in this thesis it is taken into a perspective.

To be successful when operating internationally some factors should be taken into consideration. Communication style, difference between other cultures, stereotypes and those aspects that are annoying about others in general. When working together with the members from a different culture everyone should be flexible and have wide communication range, therefore, it is easier to accept different styles of communication. (Bartlett & Davidsson, 2003)

2.3 Language

Language is a part of the culture, it cannot be dissected from each other. Whenever a word is written, a sentence is texted, a cultural choice is made which represents part of person's own culture. If the language is not understood, neither is the culture. Saying something without being aware of the linguistically important implications, communication is not appropriate or in the worst case a totally wrong message is sent. In many cases the other party might consider sentences too personal, or the personal life issues should not be discussed at all. Something said might be taken literally, even though it was meant as a joke or metaphor. The words do not have the primary meaning but the meaning comes from the context and the context comes from the cultural background.. Languages change over time and therefore humans have to be able to adapt to the changes. (Beamer & Vamer, 2008)

3 THEORETICAL BACKGROUND

Two different theories are used in this thesis. These theories are world known and widely used, the inventors Geert Hofstede and Edward T. Hall are famous for these cross-cultural researches. Geert Hofstede's research is focused on the five cultural dimensions, where two different countries are compared in selected categories. Edward T. Hall has made various different researches, including polychronic and monochronic time/culture and high - low context cultures. In this thesis the high - low context culture and polychronic -monochronic cultures are used to research the topic more deeply. (Edward T. Hall, n.d.)

Frameworks of Edward T. Hall and Geert Hofstede are useful tools in this research. Despite the fact that Hofstede's research is focused mostly on business and corporation side of cultural dimensions, it is still the best option along with Hall's work to tackle the problem of this thesis. These frameworks are chosen to be used in this thesis due their wide scale of aspect and they support each other well, even with the different backgrounds. Hofstede has data for both Finland and Nepal which makes it an appropriate choice. Hall, on the other hand, does not have a straight database but the theories of high and low context cultures are easily applicable.

3.1 Hofstede's five cultural dimensions

The five cultural dimensions used in this thesis are power distance, individualism, uncertainty avoidance, masculinity and long term-orientation (Hofstede, 2015). In the first part the dimensions will be explained, in the second part they will be applied to the two subject countries Finland and Nepal. In the final section the two countries are compared to each other based on the theories and interview results.

Power Distance Index (PDI)

This index measures how equally the power is distributed over the society and how well people accept it. In countries, which have high power distance index, have very hierarchical society where nobody questions the system and accepts their place. Countries with low power distance index want to distribute the power evenly and complain if there is inequality. (Hofstede, 2015)

Individualism vs. collectivism

Individualism measures how tightly the citizens in that specific country are tied to the society. This index also measures the level of community influence when it comes to the decision making. People in very high individualism countries will not let community make their decisions but the decisions are made by themselves. Individual people take care of their closest families.. The counterpart for individualism is the collectivism, which means that the society is very tightly knit together. Elder people can expect younger generations to take care of them when they retire. The perspective to everything is "we" instead of "I".(Hofstede, 2015)

Masculinity vs. femininity

In highly masculine societies prefer high material possession, heroism, achievements. In generally a very competitive society where taking care of the employees is not the priority over the success. The opposite side of this is the femininity society, where taking care of people is important, quality of life is appreciated, health is a great deal for people and cooperation in the work place is often practiced. (Hofstede, 2015)

Uncertainty avoidance

The uncertainty avoidance measures how well the society can handle the fear of the unknown in the future, how much people are willing to risk for something that is unknown. Countries with low uncertainty avoidance usually just let the future happen and society takes risks even it is not certain how well it is going to turn out. Countries with high uncertainty avoidance try to dodge the risks and minimize them, it is preferred to be safe than take the risk. (Hofstede, 2015)

Long term-orientation vs. short term normative orientation

This index measures how the society chooses to deal with the past or the future. If the society has a high score in this index, preserving the past and honoring it is common, while being very skeptical about any changes in today's world. Countries with low score on the long-term orientation welcome the change and are more open to it, the past is gone and now it is time to take more fresh and modern approach. (Hofstede, 2015)

3.2 Five cultural dimensions of Finland

Power distance Index (PDI)

The power distance in Finland is low according to the picture 2. People dislike strong leadership. In the companies it is expected to share thoughts with employer and employees are expecting consultation when it comes to company matters. There are equal rights for everyone and no gender discrimination exists. Power in general is very decentralized. (Hofstede, 2015)

Individualism vs. collectivism

In Finland, it is expected that only the closest family and friends are taken care of by the individual. The score in the picture 2 implicates that Finland is highly individual society and people are raised to be individuals from the birth. Employers usually hire people based on the past achievements and merits. (Hofstede, 2015)

Masculinity vs. femininity

In Finland it is important that the job is enjoyable, rather than having the best possible salary and benefits. Masculinity score is low in Finland, Hofstede's picture 2 categorizes Finland as feminine society with 23 points. Equality and solidarity are highly valued in everyday life. Unlike in highly masculine countries, the status is not visible in Finland and people tend to focus more on the health over achieving best possible results. (Hofstede, 2015)

Uncertainty avoidance

In the picture 2 Finland has score of 59 in the uncertainty avoidance. Unyielding rules and norms are expected to be followed, many rules and laws are often implemented. Time has high meaning to everybody, punctuality is a must. New ideas are not accepted right away and people want and search security for their lives. (Hofstede, 2015)

Long term-orientation vs. short term normative orientation

As seen in the picture 2, Finland scores low score of 38. Normative thinking is expected and valued, some traditions are respected and still hold a great value in the current society. Quick results are optimal and often encouraged. (Hofstede, 2015)



Picture 2: Cultural dimensions of Finland (Geert Hofstede, 2015)

3.3 Five cultural dimensions of Nepal

Power distance Index (PDI)

As seen in the picture 3, Nepal has high score of 65 in the power distance. Hierarchical system is strong in Nepal and people are expected to have own place in society without questioning it. Employees are expected to be told what to do from their superiors, who have the authority. Power is centralized in Nepal and the society accepts it. (Hofstede, 2015)

Individualism vs. collectivism

Nepal is a collectivistic country which is show on the picture 3 with the low score of 30 in individualism. Family is considered high priority in these countries. The social web is larger than in the individual countries and it is very common that the whole family is close. Everybody is responsible for the group and people feel safer when they are together. Employer / employee relationship is often like a family, however if the company is big enough, this is rarely the case. Rules and regulations are often supersede by the loyalty in highly collectivistic cultures. (Hofstede, 2015)

Masculinity vs. femininity

Nepal is considered as feminine society with the picture 3 showing the score of 40 in masculinity. In feminine societies it is more preferable to do what is enjoyable over what gives the best possible results. Health is highly valued and conflicts are usually resolved with the negotiating. The status is hidden and focus on the work place is often towards the well-being. (Hofstede, 2015)

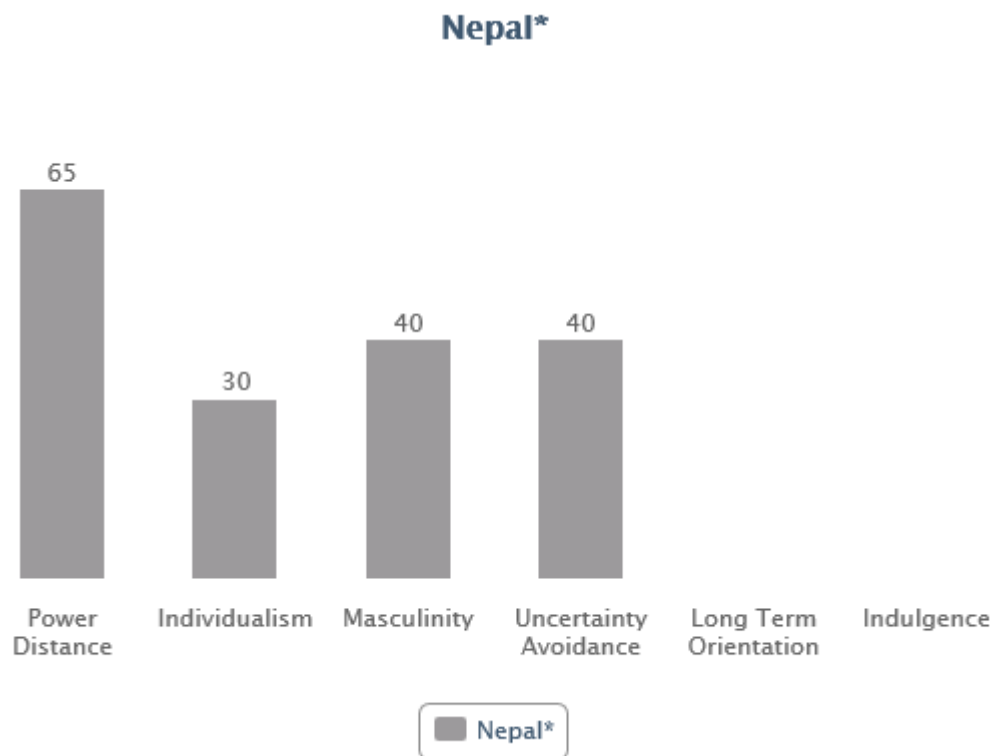
Uncertainty avoidance

In the picture 3 it is shown that Nepal scores 40 in the uncertainty avoidance. Relatively high score which means that Nepalese appreciate time, hard work, punctuality and new ideas are not accepted instantly but rather hang on to the traditions. People do not enjoy taking risks and rather want to secure the future than wait for the unknown. (Hofstede, 2015)

Long term-orientation vs. short term normative orientation

In Hofstede's research there is no data regarding long-term orientation in Nepal. Alternative source will be used for this section.

The historical caste system has some distinctiveness of a long-term oriented culture. Nepalese, nevertheless, are nowadays more into the western way of thinking and expenditure. Nepal is starting to have more short-term oriented cultural view than in the past. However, due to Nepal's unstable economy more people are trying to secure their own well-being and solidity. (Jacob & Dumitrescu, 2/2012)



Picture 3: Cultural dimensions of Nepal (Geert Hofstede, 2015)

3.4 Comparison of five cultural dimensions

At first glimpse, Nepal and Finland seem like two totally different countries. Finland and Nepal are far apart from each other and without knowing the theoretical background it is

hard to say anything about the similarities. According to the pictures 2 and 3 there are also some common features between these two countries. Power distance index (F33/N65) has a huge gap between Finland and Nepal. Nepal is considered as a hierarchical country whereas Finland is not. In Finland, the decisions in the work place are usually consulted with the employees.. In Nepal, on the other hand, the decisions are made by the management only. Employees do not need to be part of it, everyone have their own place in the company. Power is centralized in Nepal but in Finland it is decentralized. (Hofstede, 2015)

Individualism vs. collectivism scores 63 in Finland and 30 in Nepal. Meaning Finland is highly individual country where Nepal is highly collectivistic. In Finland people prefer very vague social framework and everybody is expected to take care of themselves. Hiring employees is based on their achievements and qualities only. Nepal, however, is different. People take care of their elderly and family, family is present in everyday life. Tight network over the entire family, extended relationships. Employer / employee relationships are often based on family ties. People consider themselves as “we” instead of “I”. (Hofstede, 2015)

Masculinity vs. femininity scores relatively low in Nepal (40) but even lower in Finland (26). This means, Finland and Nepal are considered as feminine societies where health and well-being is valued. People usually choose the work that is more pleasing over the one which would have more pay or benefits. In Finland the status is often not shown and people tend to be very modest about it (Hofstede, 2015). In Nepal the communication style and status are still resolute to old caste system, not as much as it use to be, but the effects can still be seen. (Iacob & Dumitrescu, 2/2012)

Both Nepal and Finland score high on the uncertainty avoidance section, which would mean both hang on to some traditions and are not instantly accepting new ideas or innovations. Punctuality and hard working are both highly valued. Laws and regulations are followed and people want the feeling of security in their lives.(Hofstede, 2015)

Because Hofstede has no data regarding long term orientation, alternative source will be used.

Finland holds value over traditions even today, normative thinking is expected and quick results wanted (Hofstede, 2015). In Nepal the caste system held the long term oriented society for a long period of time. Nowadays Nepal has become a more westernized country

the it previously was and slowly shifting into more short term oriented society. (Iacob & Dumitrescu, 2/2012)

3.5 Edward T. Hall's high and low context cultures

In this section the high and low context culture theory, developed by Edward T. Hall, is applied to two subject countries Finland and Nepal. The context of the theories is explained and later on, monochronic and polychronic time theories are introduced. The comparison and the results will be presented in the empirical findings with the interview results.

Verbally explained messages and information

In low context cultures it is common to have more verbal communication over nonverbal. The messages in verbal communication are clear and there is little room for misunderstandings. Metaphors are rarely used, trying to keep the message simple and straight. There are open reaction to everything and no false interpretations. Information in general is public and easily accessible for everyone. (Changing Minds, n.d ; Culture at work, n.d.)

In high context cultures it is common that people do not express thoughts directly. A lot of body language and metaphors are used and the other party has to read the message between lines in conversation (Changing Minds, n.d.). More internalized communication inside the society is often practiced. There are not as much written information than in low context cultures. (Culture at work, n.d.)

Relationships and personal attributes

In low context cultures failure is often blamed on other people rather than itself. The grouping patterns are usually very untied and supple, easy to get to know of new people. Sense of family is not immovable and the family can consist of friends too, the inside group is more flexible. The bonds between people are usually delicate, not very lasting and the relationships usually do not include lot of loyalty (Changing Minds, n.d.). Relationships in general are on low priority, work and tasks are more important and the responsibility is expected from the society members. (Culture at work, n.d.)

Monochronic time

People who consider themselves part of the low context cultures are also monochronic when it comes to time and actions. The focus is usually on one task at the time. Very precise planning is often practiced and the timeline is clear. Job is often considered as first priority and people emphasize it a lot. The concept of property is highly valued and people usually do not loan or borrow items to each other. Precision is valued and emphasized. (Changing minds, n.d.)

Polychronic time

People who consider themselves part of the high context cultures are usually also polychronic when it comes to time and actions. The communication with other people is far more important than, for example, material possession. The concept of time is much more vague than it is for high context cultures. Instead of one task polychronic people tend to focus on many things at the same time. Relationships are also highly valued over jobs. Loaning and borrowing items to other people is easy and stress free action, the concept of property is more of a guideline than absolute truth. (Changing Minds, n.d)

4 RESEARCH METHOD

Qualitative research tries to expose the bigger picture of the whole research, it attempts to make the topic easier to understand with the available data and through the use of phenomena's. This method labels the available data into a form which it easier to use and the differences are recognizable (Libweb survey, n.d.). This method uses readymade groups or pair of people to clarify and sustain the structure of the hypothesis. The outcome in this type of research method are expressive rather than analytical. (Qualitative Research Consultants Associations, 2015)

Data collection method for this research is an interview. In this case, the interview data collection method is more describing over quantitative questionnaire, because there were only 4-5 people involved in this whole project in Nepal. It would not make sense to conduct a questionnaire, because the sample pool is not big enough.

There are three types of qualitative interviews; unstructured, semi-structured and structured. The unstructured interview uses little or no theories at all and it is performed with little pre-made efforts such as questionnaires. This type of interviews are usually difficult to handle and tend to be time overriding. The semi-structured interviews follow a certain guideline and important questions which are crucial for the outcome of the interview. The interviewer and interviewee will have a clear goal in mind which will be pursued. (Nature publishing group, 2015)

In the structured interview every question is carefully thought of and usually do not have the need for elaboration and every question is relevant to the research. Both interviewer and interviewee need some amount of deeper knowledge of the topic. (Nature publishing group, 2015)

In this thesis the structured interview is conducted because specific data is needed from the interviewees and both of them have extensive knowledge of the subject.

Mr. Pekka Käyhkö was the representative of Momentti Ltd in Nepal for 1.5 months to start up this project with Mr. Suraj Dahal. Mr. Dahal had extensive information about doing business in Nepal and about IPMA World Congress. These two have the most knowledge of all the possible candidates from both Nepal and Finland.

5 THE INTERVIEWS

The interview with Mr. Dahal were conducted via Internet messenger service Skype because of the distance to Nepal. His current location at that time were his company Kathmandu Academy in Kathmandu. The interview were done on 2nd of April, 3.15pm Finnish time and 6pm Nepal time. The interview lasted for 41 minutes.

The interview with Mr. Käyhkö were conducted on person in his own house in Kajaani, Finland. The interview were done on 3rd of April, 2.30pm Finnish time. The interview lasted for 29 minutes.

The interviewees

Mr. Käyhkö has been working in the Momentti Ltd since 2003 and he is the training executive of the company. He was the Momentti Ltd representative in Nepal when they were doing the job for World Congress. Mr. Käyhkö was in Kathmandu for 1.5 months to do the job with the employees he was suggested to work with. This interview strengthens the core theories that are used in this thesis and clarifies several theories about Finland.

Mr. Dahal is a head of Kathmandu Academy and the General Secretary of the Project Management Association of Nepal and he has been in this position for several years. He was the one who recommended the employees for Mr. Käyhkö to work with in Nepal. He decided to cooperate with Momentti Ltd in Nepal for the World Congress. The interview strengthens the core theories by Edward T. Hall and Geert Hofstede and are later applied to Nepal.

Interview questions summary

When asked about the business related questions the interviewees answers were different, in a small company like Momentti Ltd the decisions are made by the team. In Kathmandu Academy Mr. Dahal makes most of the decisions by himself. Interviewees had exactly same answer for the well-being of the employees and the productivity. Productivity comes from the healthy employees and both of them are equally important. Regarding general promptness, the interviewees had a clear vision and appreciation for preciseness. The roles

in Momentti Ltd are clear and defined. Mr. Suraj works with projects and in project environment the roles are clearly defined also.

Importance of society had great meaning but in a different levels. Mr. Käyhkö talked about small company perspective and how important it is to have a good community. Mr. Dahal expressed how important the society is in the entire country. Traditions were appreciated and citizens of both countries are law-obedient according to the interviewees. New laws are implemented often, but especially in Finland the laws are not very strict. Finland and Nepal are considered as feminine countries where the well-being and health is valued.

5.1 Credibility

Useful information regarding both Finland and Nepal were given in the interviews, but some questions would have different answers if the interviewees changed. Both of the interviewees are highly company and business focused, therefore, the general opinion about their countries cultural dimensions might not be the best possible for the purpose of this thesis. Because both of them are considered as experts in their own fields, the theories might not apply to them, therefore an opinion from someone who is not entrepreneur or C.E.O could have had better results regarding the cultural aspects.

The information from the interviewees were comprehensive and exact in general, but some of the questions did not apply to them. Especially Mr. Dahal had several questions where the subject did not apply to him, but it would probably apply to all other Nepalese. This is most likely due his background. A person with high position in a company has no need for caste privileges or change of work place, because he is already at the top position. He did answer the questions from the point of view of a regular Nepalese citizen, but it does not give the whole picture of the situation. The answers are his interpretations and are affected by his own situation and beliefs.

5.2 Limitations

Because there were only two interviews, even though their expertise and knowledge is crucial for this thesis, others could have been used. The problem here was that there were

only five people involved in total, two Nepalese employees who worked with Mr. Käyhkö and an another Finnish Momentti Ltd representative who left the country early. The information from them would have not been as comprehensive as it was needed to be.

It is also important to remember that these answers are based on opinion from certain point of view. However, the results can be used to interpret the theories of Edward T. Hall and Geert Hofstede. The interview results will be applied to the theories in the empirical findings section of this thesis.

6 EMPIRICAL FINDINGS

6.1 Finland, high or low context culture.

Based on Edward T. Hall's theory, language and verbal communication wise, Finland is categorized as a low context culture (Hall, 1976). In Finland you say what you mean and there is usually little room for errors when it comes to the interpreting the message. Straight forward reactions to everything and information in general is available to everyone without restrictions. Relationships are not totally in vain and concept of family is meaningful. Responsibility is expected from everyone in the society and this factor comes down from the individualism section mentioned earlier in this thesis. Decisions are often made in groups and the importance of community can be seen, at least in some situations. Direct answer from Mr. Käyhkö were not given to this question, however, family ties are still considered as valuable asset. (Käyhkö, 2015)

"Very important, in the company level at least. It brings strength to the whole company to be united." (Käyhkö, 2015)

As mentioned in the theoretical framework, if the country is considered as a low context culture, the people are usually monochronic with the time and actions. In Finland the focus is on one task at the time, people prefer having only one priority over multiple so the results will be optimal and the focus is not lost. This is often not the case though, nowadays it is not always possible to focus on one thing only even if it is preferred. (Käyhkö, 2015)

"It would be more optimal to focus on one thing only but it is just not possible. It just seems that way that it is needed to do many things at the same time." (Käyhkö, 2015)

Very precise planning and timeline is often used and it gives people a clear direction of what to do and within given time. Job is important part of people's lives and being in a working life is expected and wanted. Concept of material possession is quite high and people do not lend or borrow items to each other. However, based on the interview, people are ready to

loan items or money to each other. This is because of the way the society has been built on, people do not expect others to take loans from them. This can be seen in the interview with Mr. Käyhkö.. Time is highly valued in Finland and it is considered as a very important factor in regular and business life. (Käyhkö, 2015)

"I don't loan anything but I am ready to loan. If you know people... I just realized there has been not situation like that ever." (Käyhkö, 2015)

6.2 Nepal, high or low context culture.

According to Edward T. Hall, Nepal is a high context culture (Hall, 1976). Communication and language in Nepal are not straightforward, multiple metaphors are used in their speech. Communicating with Nepalese includes a lot of reading between the lines. Family bonds are everything in Nepal and belonging to a community is expected. Friends come after the family and the family bonds are extremely highly valued. Relationships are considered more important than work and the process is more valuable than the product itself (Changing minds, n.d. ; Dahal, 2015). Responsibility is expected, but it might not be the case in real life, people tend to avoid responsibility and in general have a low sense of it. (Dahal, 2015)

Polychronic time and actions are typical for the low context cultures, but in the case of Nepal there are few exceptions. Nepal is a different country what it used to be 20 years ago. The old oppressive monarchy has been vanquished and with many changes in the country it has become much more of a monochronic culture than it used to be (Iacob & Dumitrescu, 2/2012). Nepalese appreciate time, precise planning and clear instructions. However, job is still not considered as main priority over the relationships. It is preferred to focus on one thing at the time but it is not always possible. (Dahal, 2015)

The concept of material possession is not high in Nepal and people lend and borrow items to each other on a daily basis. The general promptness is appreciated but not as much as in low context cultures. This can be confirmed with the information from the interview, where Finland was scored 10 out of 10 in promptness where Nepal had a score of 8 out of 10. According to Daniel Iacob and Dr. Virginia Mihaela Dumitrescu the hierarchical caste system in Nepal has formed the country in a way where people treat each other based on their status and this affects the communication style Nepalese have between each other. (Iacob & Dumitrescu, 2/2012 ; Dahal, 2015)

6.3 Comparison of Nepal and Finland, high and low context cultures

Finland and Nepal are two very different countries. The history and the cultural heritage are far from each other, but there are some similarities in sight when it comes to the context of cultures.

Verbal communication is different. In Finland you mean what you say but in Nepal you use metaphors and have to read between the lines. This can be a difficult factor to handle if you are coming from western country to Nepal. In Nepal "yes" can mean "no" and vice versa, depending of the context. In Finland this is not the case, communication is clear and leaves little room for interpretation. (Dahal, 2015 ; Käyhkö, 2015)

"I think we are more of a reading between the lines. Say something but it can mean something else."
(Dahal, 2015)

According to Edward T. Hall, even though Nepal is considered as high context culture it has some of the characteristics of low context culture. During past 20 years Nepal has been evolving tremendously and it is more western than it used to be (Dahal, 2015). Nepal and Finland have high value for precise plans, time and clear instructions. It is important to remember that the concept of promptness depends heavily of the people and it is a quite individual concept.(Dahal, 2015 ; Käyhkö, 2015)

The concept of material possession varies greatly between these two countries. In Nepal it is common to borrow things to people, not caring when the loan is returned. According to Mr. Dahal in the interview, the loan would be given even it was known fact that the person is not going to return it (Dahal, 2015). In Finland's case Edward Hall's theory claims that the low context cultures do not loan or borrow items to others. Based on the statement of Mr. Käyhkö the people are willing to give loans to others, but since the basic assumption in the society is not to ask loans in the first place, there is no enquiries for them. (Käyhkö, 2015)

The difference in communication is not only limited to talking to foreigners but talking to fellow countrymen also. In Finland there is no difference in people speaking to each other, everybody are considered equal even if they were not Finnish by birth. (Käyhkö,2015)

"We do not speak differently to people who are not Finnish either." (Käyhkö, 2015)

This is different in Nepal, the caste system which used to be in the country for a long period of time has left its marks to the communication of Nepalese people, especially when talking to each other. The definition of the caste system is "a division into birth-ascribed and hierarchically ordered groups (Iacob & Dumitrescu, 2/2012, pp. 123). In the past days when this system use to be at its strongest "The caste system determined a strong sense of shame into the lower castes" (Iacob & Dumitrescu, 2/2012, pp. 127). According to the research, everybody does not consider themselves equal in the modern day Nepal and this, without a doubt, affects the communication inside Nepalese society. (Iacob & Dumitrescu, 2/2012)

The question regarding the effects of the caste system was asked in the interview. Mr. Dahal confirmed the research results of Iacob & Dumitrescu. Those who still gain hereditary prejudices from the old caste system do not want to give them up. (Dahal, 2015)

"It still exists, less so in the cities but in the rural area it is quite strong still. It also highly depends on the person education and background obviously." (Dahal, 2015)

The decisions in Finland, at least in the smaller companies, are group efforts where the core group of the company makes the decisions together. This matches the low power distance in Finland where the hierarchical order in companies and in real life is low. Nepal, on the other hand, according to Hofstede's theory is highly hierarchical country. The decisions are usually made by one man only and this is generally accepted in the company. Both countries are categorized as feminine societies and this can be seen in the interview results. Interviewees strongly agree that productivity comes from the well-being of the employees, free time is appreciated and people tend to choose the job that is found more pleasant, over the more beneficiary one. (Dahal, 2015 ; Käyhkö, 2015)

The traditions are appreciated in both countries and people are not immediately accepting new innovations or ideas. This matches the theory of long and short term orientation even Nepal did not have data in Hofstede's research. People are law obedient in Nepal and Finland and new laws are implemented often in both countries, matching the theory of uncertainty avoidance by Hofstede. Theory of masculinity vs. femininity matches the Nepal and Finland based on the interview. Women do not have the same working possibilities but this situation is improving as stated here. (Dahal, 2015 ; Käyhkö, 2015)

"women are not offered as many opportunities as men for example and women do not usually have as high qualifications for the high end departments but now we have increasingly more and more

women joining the workforce. But like I said , not as much as we would hope to have." (Dahal, 2015

In Hofstede's research, Finland scores low in this section and according to this the gender equality is true. However, according to the interview, this is not the case. Women still do not have the same possibilities to get a job or have same chances to get high management positions as men. (Käyhkö, 2015)

"Most of the leaders are men, it seems like women are not as easily hired as men in most of the situations, like us for example. We have two women in our team only." (Käyhkö, 2015)

The results regarding the question about leaving your job for more beneficiary one were the same in both countries, people in general would leave their jobs for more beneficiary one but the interviewees themselves would not.. (Dahal, 2015 ; Käyhkö, 2015)

"Me personally I would stick to my commitments. But people in general, maybe not. Most likely not." (Dahal, 2015)

"No, I am committed to this company. It is like a holy thing, you just don't leave after all the work you have done. Entrepreneurship brings responsibility" (Käyhkö,2015)

7 RECOMMENDATIONS

Cultural dimensions and high context culture.

The power distance in Nepal is different compared to Finland, highly hierarchical system and it should be taken into consideration accordingly when doing business in Nepal. Since Nepal is considered as a feminine country like Finland, there should be no problem with the productivity and workforce. Nepal and Finland have similar methodologies regarding well-being and health.

Working with women in Nepal is not to be expected, especially on the entrepreneur or project related works. Women are still not a regular part of the working life in Nepal, but this is a subject to change. Nepalese appreciate traditions and punctuality which makes them easy partners to work with, however, if presented with a new idea it is expected not to be accepted immediately. Communicating with Nepalese is full of metaphors and reading between the lines which can make it difficult for western people. Company related information is restricted in Nepal, but the general information is available for everyone. Community is extremely important and the social networks are wide. Meeting with relatives and having dinners is expected. Family always comes first in Nepal, even over the work in progress.

Since Nepal is a high context culture, being polychronic in time and actions is often common. Communicating with Nepalese is important and everybody tend to focus on many things instead of one at the time. Job is not everything for Nepalese and loaning items to each other is expected. Nepal is more globalized country now than ever and doing business there is easier if compared to many other neighboring countries. Especially when it comes to the younger generation of Nepalese, they have an open minded attitude.

When it comes to doing business or hiring people abroad, everyone should be always aware of the differences between that country compared to the home country. This makes everything a lot smoother and unnecessary clashes can be avoided. Respecting other cultures is an important deal, without respecting the differences it is impossible to have successful results. There is no right or wrong when entering a new country. What is maybe illegal or

forbidden here may be allowed or legal there. Changing your idea starts by leaving your bias' at home when entering a new area; this gives you a open and clear mind.

General tips about Nepal

In order for Momentti Ltd to have successful cooperation and teamwork in Nepal, the company needs to take a more careful look at the cultural factors and manners in Nepal. Nepal itself is a developing towards more westernized country, but relationships and community stay on top of the list. Relationships must be build with the Nepalese before doing any business. Therefore dinners, meeting families and friends are common and done before any conversations about business. This supports the interview results given by Mr. Dahal in this thesis. Negotiating is part of the Nepal culture and even though Nepalese make a lot of business with European people, close negotiations can be expected no matter what is the object. Nepal being a highly hierarchical country, the negotiations happens with the person in charge of the whole corporation. This should be expected when going to Nepal in the first place. (Beamer & Vamer, 2008 ; Iacob & Dumitrescu, 2/2012)

Nepalese do not feel uncomfortable with silence during conversations, long pauses can be expected and are even considered as a norm. Nepal is located very close to India and the influence from India is strong, therefore their English skills are exceptionally good (Iacob & Dumitrescu, 2/2012). Refreshing English language skills is a good idea before taking the flight to Nepal.

Slang and colloquialisms should be avoided by all costs to evade misunderstandings, what is popular way of saying things in your country might not work in others. Jokes should be avoided since people in different countries tend to have different ideas about a good joke. There is a chance that you unintentionally make an offensive joke, which can be hurtful to your negotiations. General understanding when communicating is appreciated, take matters with humor and remember to laugh for your own mistakes and not be offended by others if something inconvenient happens. (Beamer & Vamer, 2008 ; Iacob & Dumitrescu, 2/2012)

When first arriving to Nepal, a western person will most likely experience a culture shock. The length and level of culture shock, however, varies a lot depending on the person and the time spent in a country. The individual values such as personality, tolerance and ability to

cope with unfamiliar situations matters a lot. In this case, the friendliness of Nepalese helps a lot when the person does not know anything about the customs. Nepalese in general are easy to cooperate with. Nepalese are also familiar with the western people and even their language is not widely spoken, Nepalese are able to communicate with you in English language. (Iacob & Dumitrescu, 2/2012)

General tips about Finland

Finland being part of the western countries, the old and traditional business negotiations are not used anymore. Building a relationship is not necessary before doing business with the Finnish people. In Finland it is common that both parties go straight to business, skipping all the unnecessary actions. Hand shaking is often used as a greeting method in Finland, no close contact of any sort. Finnish behavior is often very subtle and loud voice is not recommended. Being subtle does not mean Finnish are not interested of the offer, it is just the way of behaving in general.. (Business culture, 2015)

Finnish people can speak good English and English is taught to everyone since elementary school. Finnish itself does not have gender-related words, therefore the genders of the nouns can be slightly difficult when talking in English. When introducing themselves, Finns rarely mention their titles, but if the other party is aware of their titles, those should be mentioned. This comes down from the Hofstede's cultural dimension of low masculinity score. (Business culture, 2015)

8 CONCLUSION

This thesis aimed to give recommendations and information for Momentti Ltd about Nepal in a form of cultural differences and interpersonal skills to enhance possible cooperation and teamwork in the future. The theoretical background gives a brief overview of the cultural differences in Nepal and Finland. The frameworks are used to clarify the object of this thesis. Geert Hofstede's five cultural dimensions along with Edward T. Hall's high and low context cultures are tools to understand the differences between Nepal and Finland.

Power distance in Finland is low meaning the society is not build on hierarchical system unlike Nepal where the power distance index is big and highly hierarchical society is to be expected. Both countries are feminine and this was quite a surprise due Nepal's men oriented society. Well-being and health is appreciated in both countries, people tend to choose the more pleasant job over the more beneficiary one. Appreciation of traditions is strong in both countries and communities mean a lot to people. However, not in the same scale in Finland as in Nepal.

In both countries it seems to be the case that people wish to focus on one thing only, but due different reasons it is not possible. Giving loans and borrowing items in Nepal is an everyday action. Loaning money to people who you know will not even return the money is possible. In Finland based on the theory of Edward T. Hall people will not loan items to each other. However, people are willing to give loans to others, but since the basic assumption in the society is not to ask loans in the first place, there is usually no enquiries for them.

In this thesis the most notable factor is how similar Nepal and Finland are in the end. Even though the distance is huge and at first glance the countries seem quite different. Based on the research done in this thesis the similarities are notable even with some major differences. Since Nepal is a westerner friendly country, doing business there seems to be less difficult than in many other Asian countries.

It is good to remember that the empirical findings and recommendations on this thesis are based on two interviews and should be read with a critic mindset. Hofstede's database is mostly company related data and Edward T. Hall's research leaves room for interpretation. The recommendations are based on the theoretical framework and filled in with interview

results, this might not give the optimal results, but was suitable for doing this thesis. Therefore, a possibility of a future research regarding this topic exists, to test out the recommendations and make the research have more depth in it.

This research shows how important it is to search the non-visible part of the iceberg when it comes to cultural differences and interpersonal skills. There is much more to be experienced in other cultures than just the peak. The way people think in other cultures, how their assumptions show in everyday life and where do those assumptions come from. It is a whole new area of research to be done for those who are interested of it. Hopefully this thesis will help to light up some new ideas and contains interesting information for all the readers.

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The interviews

Dahal, Suraj C.E.O of Kathmandu Academy and the General Secretary of the Project Management Association of Nepal. 2nd of April 2015, 3.15 pm - 3.51 pm (Finnish time) 6 pm - 6.41 pm (Nepalese time), Kathmandu, Nepal

Käyhkö Pekka, training executive, Momentti Ltd. 3rd of April 2015, 2.30 pm - 2.59 pm. Kajaani, Finland.

LIST OF APPENDICES

This is the whole interview done with Mr. Dahal, in order to clarify Nepal's cultural dimensions and give recommendations to Momentti Ltd.

R = the interviewer

D = the interviewee

R. So, my thesis is related to the cultural dimensions, the cultural differences, interpersonal skills. The topic is for Momentti Ltd but the questions are not company or business related. Because that is not my point of view for this thesis, so to say. So I guess it is okay to begin?

D. Alright.

R. So the first question. Do you make business related decisions by yourself or in group? How long does the process take?

D. So far my involvement has been mostly for my own input so it is the decisions I take but it is possible that the other party, whoever wants to hire me, has some input too. How long does the process take, it actually depends. I already, usually have some readymade plan commitments so it is very easy for me to turn out new opportunities but usually if it is my own decisions it doesn't take long to decide.

R. Fair enough, the next one is: Between the well-being of the employees and the productivity of the company which one do you think is more important?

D. Yes, personally I think the well being ultimate leads to the productivity and therefore it has more emphasis.

R. Alright so you say that healthy employees lead to better productivity?

D. Yes I do.

R. Alright, how important it is that people are precise and have exact plans, business and regular life. The people are on time and they do what they are told to do. Scale 1-10.

D. I usually work on projects so the importance of time is very important. On the scale 1-10 I would rate it as 8 or 9.

R. So relatively important that people are on time.

D. Yes.

R. Do you have clearly defined roles in your company? Meaning, does everyone have clear roles and they know what they are suppose to do.

D. On the document, the project design, the project roles are complex. It is very clearly defined but sometimes the people do not actually understand the full responsibility so this is something that is build into the design of the project to have clear communication and everybody involved so nothing causes problems. So in the project it is very clearly defined yes.

R. Alright. Information, general information from the Internet, TV, radio is it easily available in Nepal? Or is the anything that is restricted like in China for example.

D. Information is quite... there aren't many restrictions for general information like in China but most of the information and data related to companies are really hard to get.

R. How about for the normal citizen, if they want to learn more about the world for example. Is there anything restricted?

D. The information is that case is very easily available yes.

R. So the general information is not restricted?

D. No. but if you want to get specific information about the companies then it is very difficult to get.

R. Why do you think that is? Why is it restricted for the company side?

D. Mostly because the companies have confidential information so they keep it like that.

R. Alright, in your opinion. do you think Nepalese are traditional people, do they appreciate traditions and if they do, in what level?

D. Yes I think they follow traditions quite strongly. So I would say they are very traditional. They do not like change very much. However, families always come over everything else even when it comes to certain traditions.

R. Alright so strong relation to traditions.

R. Okay, how about women? In the working life, do women have same influence and possibilities as men?

D. Increasingly yes, but not as much as we wanted it to be.

R. Why is that? What is the reason behind that?

D. Cultural and historical reasons. Women are not offered as many opportunities as men for example and women do not usually have as high qualifications for the high end departments but now we have increasingly more and more women joining the workforce. But like I said , not as much as we would hope to have.

R. Alright, according to my theories Nepal is considered as collectivistic country so the society is important. So I am asking you that is it important? And if it is, in what level? How important it is to belong to a certain community? Like family bonds etc.

D. Yes you are correct we are highly collectivistic country . We want to be approved by our close ones and they have great influence on everybody.

R. So it is important to belong to a community? It is a must so to say?

D. Yes that is true.

R. Would you prefer doing many things at the same time, or focus on one thing only?

D. Personally I want to focus on one thing only but because of our commitment to a larger group we are impulse to other obligations that would not necessary be relevant but you just have to do them. I would prefer to be focused on one thing but the situations usually does not allow me.

R. The people of Nepal, are the low-obedient? Do they obey laws?

D. Yes Nepalese tend to follow the law and respect it. So I would say they are law obedient.

R. Do you make many laws in Nepal? And do you implement new ones often?

D. Yes I think with the change in society and the aspiration of the people we are constantly making new bills, legislation.

R. Next one, would you considered Nepal as famine country? So how big deal is the well-being and health of the employees in contrast to best possible results?

D. Famine society definitely, people care about the job and it matters if it is pleasing or not. The companies have more tendency to be less caring since they can always hire a new person though.

R. The communication between the people in Nepal. Is it clear? Do you use a lot of metaphors when you speak and reading between the line? If you know what I mean.

D. I think we are more of a reading between the lines. Say something but it can mean something else.

R. So if you say yes, it might not mean yes?

D. It can sometimes mean yes and sometimes no.

R. If somebody offered you a better paid job, a more beneficiary one, would you leave you own job for it?

D. Me personally I would stick to my commitments. But people in general, maybe not. Most likely not.

R. So you would not leave your job but people in general possibly not? So the loyalty is not very high?

D. See, what happens if somebody is offered a better pay The person leaves but they say it straight to the employer that they were offered better pay somewhere else. But they still keep in contact because of the society . Companies can always get another person for the same job for the same salary. The companies usually do not match the other companies offer regarding the salary but they still keep in good contact with the former employee since you are most like going to meet this person somewhere since the social network is so close. Some companies match the offer when the person is very important for the company. We are talking about people in general and relationships comes over work in every case.

R. Do you loan or borrow items to other people that you already know?

D. Yes.

R. No restrictions? It is a no-brainer, if somebody needs something you loan it for them?

D. Yes, even I already know that the person is not going to return it.

R. Oh, well then the next questions is easy one. Please pick a sum that you would be able to lend to another person, 10 USD - 1000 USD

D. Yea it would be the 1000 USD, again it goes back to what I said. If you have it you will most likely give it.

R. This last question part is only for you, rest are for Mr. Käyhkö also. Because this is considered general knowledge that the caste system is existing or has existed in Nepal and India, this does not exist in Nordic countries. So how strong influence the caste system currently have or had in the past?

D. In the past it had very strong impact but now the society is changing and for me personally it just does not matter at all. But there are still some people who considered caste a very big deal. They want to maintain the status that has given to them.

R. So the caste system is a status that you have gained since you were born , hereditary status? Is this correct?

D. Yes, you belong to a certain group

R. It was said in one research that the caste system still affect the communication between Nepalese, is this true?

D. Yes it is true.

R. And this is still true this year 2015?

D. For some people yes, for me no. If they have certain prejudices they want to maintain them.

R. Asking one more question about the caste system to cover it fully, how strong it is still exists in Nepal?

D. It still exists, less so in the cities but in the rural area it is quite strong still. It also highly depends on the person education and background obviously.

R. According to a research, about 25 years ago Nepal had a autocratic monarchy, is this true?

D. I would not call it an autocratic but yes. Back then it was more emphasized what was okay and what was not.

R. So from that one, according to the research, Nepal has become more and more westernized country. You communicate and do a lot of business with Western people nowadays, much more than in the past. Is this true?

D. Yes, globalized.

R. Good, so that can be interpreted that Nepal as shifting slightly from the polychronic society towards more monochronic one? Especially in the younger generation.

D. Yes this is true.

R. Alright, I think I have everything that I need to continue my thesis. I will do the same questions for Mr. Käyhkö minus the caste system. Thank you very much for you help and thank you for doing the interview with me.

D. It was a pleasure, thank you.

This is the whole interview done with Mr. Käyhkö, in order to clarify Finland's cultural dimensions and give recommendations to Momentti Ltd.

R = the interviewer

K = the interviewee

R. Do you make business related decisions by yourself or in group? How long does the process take?

K. It depends much about the decisions, in the company the big decisions would mean something like shares, hiring a new person. All the decisions regarding economy are made together. Very small decisions like what kind of sweets to offer in a training sessions are made by me obviously. But in a small company like this, the fast decisions are needed and they are also made together with a Skype call for example.

R. Between well-being of the employees and the productivity of the company. which one do you think is more important?

K. Well-being, productivity comes with the well-being. They can't really be put against each other. With the healthy employees comes more productive company.

R. How important it is that people are precise, on time and have exact plans? Business and regular life? Scale 1-10

K. 10, it is exactly important in both cases.

R. Do you have clearly defined roles in your company?

K. Very clear roles, everybody knows what to do and they have their own titles and objectives.

R. Is general information easily available in Finland?

K. Yes nothing is restricted here.

R. In your opinion do you think Finnish people appreciate traditions?

K. Yes

R. With what scale? 1-10

K. 8, well we can see it in for example this Eastern, which is totally unnecessary but it still exists because of these old traditions and to me it implicates that Finnish people value these things.

R. How about new ideas and innovations? Are they easily accepted?

K. No, sure they are accepted but it doesn't mean that they will be implemented. It takes a lot of time, courage and innovators here. Even some of the good ideas are not implemented they just drain money and time and will never see the daylight.

R. Do women have same influence and working possibilities as men in Finland?

K. No, in my opinion we do not have that kind of equality.

R. Please can you clear your point a little? Why is that?

K. Most of the leaders are men, it seems like women are not as easily hired as men in most of the situations, like us for example. We have two women in our team only.

R. Why would you think that? Is there some cultural reasons or?

K. I think it is a general picture that women are not as capable of doing the work in the same level as men. This is not probably even true but it seems like it to me.

R. How important it is to belong to a community?

K. Very important, in the company level at least. It brings strength to the whole company to be united.

R. What if Finland is categorized as individual country in Hofstede's research, what would you say about that?

K. Well that is probably the case in normal life but in the small companies like ours I have found it extremely important and teamwork in general. Family ties are also important, if families are not doing well then the company is suffering too.

R. Would you prefer doing many things at the same time or focus on one thing only?

K. It would be more optimal to focus on one thing only but it is just not possible. It just seems that way that it is needed to do many things at the same time. Of course you would prefer one thing only but it is just does not work like that.

R. Do you think people in Finland are law-obedient?

K. This means that they follow the law? Yes absolutely.

R. Does Finland have strict laws and are new ones implemented often?

K. Our legislation is very loose in my opinion but yes we do make new laws often. The parliament is working on new things all the time as far as I am concerned. In the business side especially the laws are not strict at all and we have quite much freedom to do whatever.

R. Would you consider Finland as famine country? How important big deal is the well-being and health of employees in contrast to best possible results?

K. Well yes, I would say so. We would choose the more pleasant job over the one with higher paycheck or benefits. I think people value it greatly here that the job is pleasing. Even if you would get better pay but you hate to go to work every morning you will burn yourself out quite fast. I think people here like their free-time also.

R. Is the communication between the Finnish people clear? Use of metaphors / reading between the lines used in communication ?

K. In general yes. But of course there are some people who just don't make any sense. We do not speak differently to people who are not Finnish either.

R. If somebody offered you a more beneficiary job, would you leave your own work for it? Personal and general opinion.

K. No, I am committed to this company. It is like a holy thing, you just don't leave after all the work you have done. Entrepreneurship brings responsibility.

R. How about people in general?

K. Probably yes, it just depends on many factors in my mind. Like location, wife, girlfriend, benefits but in general I think people will go after a more beneficiary job. It is just not very one dimensional.

R. Do you loan or borrow items to other people who you know already?

K. I don't loan anything but I am ready to loan. If you know people... I just realized there has been not situation like that ever.

R. Alright, then please pick a sum that you would be able to borrow to a close friend? 10 USD - 1000 USD.

K. I guess it would be that 1000 USD, I just have never had a situation like that so hard to say. Not even with our company partners, everybody are doing well on their own.

R. Alright we are done with the questions, thank you for your time and have a good day.

K. Thank you it was a good interview.